

MINUTES ADOPTED BY CITY COUNCIL

Greenville, NC
January 5, 2004

The Greenville City Council met in a regular meeting on the above date at 6:00 PM in the City Council Chambers, third floor of the Municipal Building, with Mayor Robert D. Parrott presiding. The meeting was called to order, followed by the invocation by Council Member Craft, and the pledge of allegiance to the flag. The following were present.

Mayor Robert D. Parrott
Mayor Pro-Tem Ric Miller
Council Member Mildred A. Council
Council Member Ray Craft
Council Member Pat Dunn
Council Member Rose H. Glover
Council Member Chip Little
Marvin W. Davis, City Manager
Wanda T. Elks, City Clerk
David A. Holec, City Attorney

APPROVAL OF AGENDA

Motion was made by Mayor Pro-Tem Miller and seconded by Council Member Little to approve the agenda as presented. Motion carried unanimously.

APPROVAL OF CONSENT AGENDA - APPROVED

Motion was made by Council Member Council and seconded by Mayor Pro-Tem Miller to approve all the items under the consent agenda as listed below. Motion carried unanimously.

- (1) Minutes of the November 13, 2003 and December 8, 2003 City Council meetings
- (2) Ordinance designating a fire lane in front of Lowe's Foods at Lynncroft Shopping Center (Ordinance No. 04-01)
- (3) Ordinance designating a fire lane at Stanton Square Shopping Center (Ordinance No. 04-02)

DISCUSSION OF FY 2004-2009 CAPITAL IMPROVEMENT PROGRAM

City Manager Davis stated that at the December meeting, the Council asked for a reformatted version of the capital improvement items, along with the capital improvement projects that are underway. Council also stated that it would like to prioritize the capital improvement items in this plan. There is a status of those projects and a graph, which shows the ad valorem collections as well as the debt for several selected cities. This information has been sent to the City Council since the December meeting. After Mr. Tysinger's presentation on the FY 2004-

2009 capital improvement plan, the Council is encouraged to give feedback in regards to those projects through this discussion and other discussions in the upcoming meetings of this month.

Mr. Tysinger informed the Council that the projects have been grouped together into equipment, replacement equipment, additional equipment, or new pieces of equipment that the City would like to purchase. There are projects with known partial funding sources that go with those projects. In addition, there are projects with prior Council commitments, which would be projects where the City Council approved the expenditures or funds for these projects and the City is already in the middle of them, but they still need additional funding to complete. The last group is all other projects that have been requested.

Mr. Tysinger stated that the first grouping to be discussed is replacement equipment. Staff would like to get Council's consensus on these pieces of equipment that are needed for operational needs to continue the services that the City is currently providing. This includes EMS units, frontload containerized trucks, residential rearloader trucks, and T-3 loaders, which are one-arm bandits or trash trucks with a mechanical alarm that a single person can operate. Also, this grouping includes street sweepers, dump trucks and a signal bucket truck. All of these pieces of equipment are in inventory now. In order to keep them in a useful life, staff has to rotate them out over a certain number of years. Thus, with the residential rear loader truck, there is a truck requested in every year of the capital improvement plan. Staff tries to replace one truck per year. There are 13 trucks, giving the City a 13-year cycle in truck replacements, which is about the useful life of one of those trucks. The same thing goes for the EMS units. The only vehicle that does not fall into a reoccurring replacement program is the signal bucket truck. With the Phase II Computerized Signal System beginning construction in the next month or so and completing within a year, this will be a very critical piece of equipment for the City. The truck that the City has now is outdated and needs to be replaced.

Mr. Tysinger then reviewed the second category of the information, stating that these are pieces of equipment that staff is asking to be able to extend a City service or it is a new piece of equipment as opposed to a replacement. In this first year, staff is considering a mobile substation or command center for the Police Department and a pavement maintainer, which is a piece of equipment that brings all the needed smaller pieces of equipment together to patch utility cuts and potholes. Currently, staff will take two or three pieces of equipment to a site to correct a problem. This will allow staff to handle it with one piece of equipment. The Police Department has talked about the Mobile Command Center for a number of years. This will allow them to go into a community or an incident area and set up this Mobile Command Center or Mobile Substation and operate out of that substation for an extended period of time, rather than having to bring all of our officers and citizens to headquarters. These would be lease purchases as well and would be handled through either the General Fund or Powell Bill Fund to pay back the debt service.

Mr. Tysinger further stated that just as in the first category, staff has tried to project out other large purchases for new equipment over the five-year period. In the second year, 2005 – 2006, there is a heavy rescue vehicle that Fire/Rescue is interested in and a mobile command vehicle, which is also for Fire/Rescue. In addition, there is a leaf collector for Public Works. In 2007 – 2008, there is another purchase.

Mr. Tysinger stated that the third category includes projects with partial known funding sources. The City receives 100% of the Community Development Block Grant (CDBG) entitlement. Transit buses are equipment that the City would purchase using state and federal dollars. Ninety percent of the costs would be paid by those dollars with a 10% match by the City. The Intermodal Transportation Center Project is programmed over the next three years and is the same scenario, 90/10. The Transportation Plan is staff works on things like the Thoroughfare Plan. The Collector Street Plan is doing thoroughfare planning for the MPO, which is 80% state and federal funding with a 20% local match. The Sidewalk Construction Project is 40% NCDOT funding and a 60% local match. The local match is taken out of the Powell Bill Fund to cover that expense. The Railroad Crossing Signal and Improvement Project is 90/10, which is basically something where they go and upgrade flashers, gates, etc. at railroad crossings. The Regional Medical Center is an enhancement grant for sidewalks to improve public transportation stops, etc. That is the project where the state and federal government will not cover 80% of the cost. The Hospital agreed to cover the local match since most of the improvements were around the hospital.

Mr. Tysinger stated that the Intermodal Transportation Center Project has been kept in front of the NCDOT, Public Transportation Division, and the USDOT which handles the federal items and items for public transportation. They have agreed and budgeted these amounts of money or their share of this project in those fiscal years. Somebody is getting ready to spend \$7.5 million dollars over the next four years for this project and the City will need its 10% match for that project. This is the center that brings together all forms of transportation and makes it available or easier for people to go between different modes of transportation. This project would be similar to the facility in Rocky Mount. The City of Rocky Mount has a much heavier train service than Greenville; however, it is a similar type of facility. They restored an old train station for their Intermodal Transportation Center. Areas have been looked at in the urban core and somewhere around the existing rail so that if the City ever gets passengers rail service back to Greenville it can be integrated into this project.

Mr. Tysinger stated that the fourth category of projects with prior Council commitments are projects that are underway but that don't yet have the sufficient funding to construct. For instance, the City has purchased property at approximately \$208,000 for the Fire/Rescue Station No. 6 Project. The City has agreed to a design at approximately \$135,000. Also, the Council has already committed \$345,000 for the training center; however, the City does not have funding for construction of this project. Staff has looked at some type of long term financing such as COPS or a different sort of bond financing. The Refinish Floor is needed in the Fleet Facility and it was started last year. Some of it was done and committed and staff would like to finish it next year. For the Expansion and Renovation of the Administrative Facilities Project is City Hall and the Greenville Utilities Commission Building, \$950,000 has been committed to Greenville Utilities for the purchase of their building and a \$385,000 design contract for approximately \$1.3 million of commitment for that project. There is also money set aside in the Capital Reserve Fund for that project, but still not a sufficient amount to construct it. There is about \$3.3 million in the Capital Reserve Fund and the estimated cost of the project in the CIP is around \$7.9 or \$8 million. The Stantonsburg Road-Tenth Street Connector is a project that the City has committed in cooperation with the University and Hospital to pay \$6 million towards design and right-of-way acquisition. Each one is committing \$2 million over the next seven years. The Brownlea Drive Extension, Phase 2 Project was discussed last year and the construction was delayed; but

the City Council committed to the design. That commitment was made prior to decision to delay the construction. These are the projects that have significant commitments by the City Council.

Mr. Tysinger explained that the last category is All Other Projects. He gave a summary of the projects that are most important and the projects with large dollar figures such as the request for the EMS Unit for Fire/Rescue No 7 and the engine. The purchase of the property is \$250,000. The design will come in 2006 and 2007 and construction is actually scheduled for 2007 and 2008. This will be paid out of the General Fund and will require financing whether it be COPS or some other bond to cover the expense. Council should move forward with this as far as locating and securing a site simply because this station is scheduled to go out in the Southwest area, which is a jurisdiction out beyond Pitt Community College.

Mr. Tysinger stated that the next projects are in a group of three. The Information Technology Department had asked for the Data Backup and Recovery System a couple of years that will allow them to backup all the data information on a regular basis and properly store the data. The equipment that they have currently is not large enough to handle the amount of data and frequency to backup. Information Technology has indicated that this is a serious need. The next project is Routing and Switching Upgrades/Expansion, which has to do with replacing the current telephone system that the City owns and operates. The City has a PBX system that likely will not have service for the software that powers the equipment within the next year or two. It is becoming outdated, and this is going to be a large expenditure to incorporate all the City's functions with this new system.

Mr. Tysinger stated the Center City Revitalization Implementation is the largest project that is imbedded in the plan. Over the five years it is \$30 million, which is an estimated \$6 million a year and a little more in some years. This is really intended to be able to fund some of the redevelopment projects that may come out over the next years as the result of the City's Redevelopment Plan that is currently underway. This project requires some type of long-term financing or funding source. There is discussion about other entities having interest in participating in some of these improvements. There is a potential for some grant funding to help with this project.

Mr. Andy Harris, Director of Planning and Community Development, stated that there are two projects with partial funding sources including the Community Development Block Grant and the Home Program. The Community Development Block Grant funds will be going toward the 45-block area program. Staff has always talked about that the 45-block area being about \$13 million and there is about \$5 million of funds over and above the Community Development Block Grant Program that have not been identified. This is the portion that has not been identified so that is why Council sees it in two places.

Mayor Parrott stated that part of the \$6 million and part of the \$30 million is going to be for land acquisition. The City will probably acquire properties and then refurbish some of the properties. Some of those properties will probably be resold to private investment individuals. All of that is part of the plan that has not materialized yet. Until the Redevelopment Commission comes back to the Council with the whole plan, they don't know what all of that is going to encompass. These funds have not been committed by anyone. It is just an amount of money that is a vision.

As the City moves along, the Council will be approving parts of this, and some of the monies spent will come back to the City as properties are resold.

Mr. Tysinger stated that the next project is acquisition and clean up of salvage yard. This is a \$1.5 million issue and \$3 million over two years. Staff has been and will continue pursuing grants for this. In order for the City to make full use of the Worthington Warehouse, which the City recently acquired 2/3 interest in and the Old Pepsi Plant, improvements will have to be made. Two City parking decks are listed and they have been estimated based on 400 spaces at \$1,500± per space because that's approximately the going rate for a parking deck. It is a very big investment, but the City daily receives requests for parking in the Uptown area that is needed for interested private investors to open their businesses. Staff feels that now is the opportune time to explore at least one of the decks because of the level of interest that has been received. Staff has some groups that are asking for 125 or 150 spaces. Presently, there are requests for approximately 200± spaces. There is an opportunity to get some upfront commitments to move forward with the decks. Staff would like to talk with Richard Johnson of the East Group, who is doing the City's administrative facilities design, to do some conceptual work on the two lots that they are looking at. One of the lots is located at the corner of Cotanche and Fourth Streets and the other is located at the corner of Fourth and Washington Streets. By talking with Mr. Johnson, staff can begin talking to potential investors that might have some interest in pursuing or being a partner in the deck situation.

Mr. Tysinger stated that the next group is transportation projects. If the City acts quickly, there might be an opportunity to get some money for South Tar River Greenway, Arlington Boulevard Extension, Green Mill Run, and Greenways Phase 2. The North Carolina Department of Transportation, through a number of programs, is putting out money for these types of projects, particularly with Green Mill Run and Greenways Phase 2, which is partially designed or near completion. Staff will be pursuing the Department of Transportation money through the local board member who has expressed interest in helping the City get those funds. The Stormwater Management and Storm Drainage Maintenance Improvements are projects that do have a designated funding source through the City's stormwater utility fee that the City can pursue a number of these projects with. Staff would like to do a bond issuance to allow staff to do some major projects early and come back and pay the debt service for those bonds out of the fee revenues.

The following questions and/or comments were expressed and the response given.

Are most replacement pieces done through lease purchase?

(RESPONSE: Yes. For the last five or six years, the City has purchased them through these lease purchases. With some of them, the debt service is paid back through the General Fund and some of them are paid back through the Powell Bill Fund. For example, the street sweeper, bucket truck, and the truck for highway maintenance would be paid through the Powell Bill Fund. The other ones would be paid through the General Fund.)

Is it possible to develop some sort of percentage that will be funded on an annual basis for replacements of equipment, if it is known at the beginning of every year that there is an amount of dollars that will go towards replacements?

(RESPONSE: One of the places that replacements are shown is this plan. If Council looks in the second, third, fourth, and fifth years, it will have some idea of what staff will be asking for next year. Those numbers can change from year to year, but typically they will stay just like they are. This is the reason why staff does this plan every five years. Also, the difficulty with a percentage is that the City may have one large piece of equipment that may have a longer life. The reason that staff looks at years rather than percentages is because these are large dollar items rather than level types of dollars items.)

It appears that there is a plan for equipment replacements. Does staff have a system whereby they know by experience how often the equipment must be replaced?

(RESPONSE: Yes and that is what this plan shows. Another example would be the street sweeper. Currently, the City has three sweepers that are used regularly. There are actually four and one is a spare. The sweepers have a useful life of six to eight years. This replacement pattern gives the City a replacement vehicle in that six to eight-year period. It is programmed and scheduled that when a piece of equipment reaches its useful life, the City is prepared to replace it.)

Do these five years reflect the next five years after 2009?

(RESPONSE: Each year everything is moved forward so the City will still be in a five-year plan, but it will go out until 2009 through 2010. Staff gives Council a five-year picture, but the intent is that it will continue indefinitely as staff works from year to year. It has to be that way in order for the City to maintain a fleet of equipment that will stand up to what the City uses it for.)

Do the figures in the years further out reflect inflation costs?

(RESPONSE: Yes. Staff usually uses 4% to 5% inflation.)

The mobile substation was included in the Police Chief's plan about a year ago. Is this something that could be expedited with some of the Fund Balance that Council is thinking about moving to Cash Reserve or Capital Reserve?

(RESPONSE: It could be a current year's capital expenditure. This project fights against money for all the other kinds of things that Council is looking for as well.)

Is the City building in funds to take care of the additional equipment that will be needed to take care of the annexations?

(RESPONSE: Yes. Staff is proposing a Fire/Rescue station and the equipment to go with that station.)

Will it be possible to consider expediting the Mobile Substation, which is something that may have an immediate impact or faster impact on some of the crime areas?

(RESPONSE: The City has done its lease purchase for this year and the contract has been received. It is not a motorized vehicle and it is something that staff needs to check on for lease purchase.)

Why would the mobile substation not be a motorized vehicle?

(RESPONSE: It is not self-propelled. Other types of units are similar to construction sites in a broad way. The ones that are motorized or self-contained motorized units are two and half times this figure.)

If the City gets the substation, the City will have to purchase a truck to pull it.

(RESPONSE: The City will use the existing truck with a trailer hookup.)

Are the numbers listed the total dollars and not the City part?

(RESPONSE: Yes. That is the total project cost and percentage of funding.)

Which projects are ongoing or have they started and which ones have not started or have not done anything with them?

(RESPONSE: The Community Development Block Grant is ongoing and it happens every year. This is going to be one of the primary sources of funds for the 45-block area improvements. Transit buses are just intermediate as the City replaces buses when they reach the end of their useful life. The same is with the Transportation Center and the Transportation Plan is done a little bit each year. The numbers vary significantly from year to year. Three hundred twenty-five thousand dollars has been spent on sidewalk construction for the last three years. This is considered as being ongoing. Railroad Crossings is ongoing and Regional Medical Center is a one-time project.)

Explain the Brownlea Drive Extension, Phase 2 Project.

(RESPONSE: There was a court case that established the City had the right to use a certain amount of land in a certain period. There was some action taken last year that delayed construction and extended the agreement that the City has with land owners where the City had the right to the right-of-way. When that agreement was reached, the City had already entered into a design contract.)

Has the design stage been done and what will be the cost of that?

(RESPONSE: It is probably at the beginning stage of design and it is approximately a \$90,000 contract. From a staff perspective, these are projects that would have a high priority because of substantial commitments. The funds for the land are in the General Fund budget under Capital Projects. Land has been brought previously and the architectural fees are there. The construction is not yet underway or bid. There are not any bond funds involved at this point.)

Has the construction been set up as a project?

(It will not be set up as a project until the bond funds are available.)

Funds have been allocated for one fire engine; however, there are no funds for a rescue vehicle. Is staff anticipating fully staffing Station Number 6?

(RESPONSE: Normally, the stations are manned with only fire engines during the first year, and the paramedic engines will follow in future years.)

There is a lot of additional land for the Carver Library Renovation. Is this included in the Sheppard Memorial Library requests?

(RESPONSE: That is how the request is done; however, when it comes to capital expenditures like building expansions and renovations, the City generally funds that. The Carver Library Renovation could have easily been put over in a category of prior commitments because there was a \$40,000± commitment made last year to do certain renovations. The \$36,000 is really intended to complete the renovation of the Library.)

There is also included a Library expansion.

(RESPONSE: That is where there is land around the Library that has become available to the City and that the City can work toward expanding that Library. It is programmed for 2008 to 2009.)

When did the City purchase the phone system?

(RESPONSE: The phone system was purchased about 1995 or 1996.)

Is the \$300,000 for the phone system for a study or for actually buying something? Has the system already been designed?

(RESPONSE: That would actually be a pilot project and the City would go ahead and get started with the system. The system is not designed, but a feasibility study was conducted to evaluate the current system versus the Voice Over IP System, which is what this is for.)

Staff knows what they want. Council is looking at this for over a five-year period with over \$2 million to completely redo a new telephone system.

(RESPONSE: That is correct. Some of that equipment has been done through lease purchase as well. The hardware can be bought through lease purchase.)

How was \$350,000 for the entire six years for the Homeownership Incentive Program computed? To have \$350,000 for six years going toward homeownership is inadequate.

(RESPONSE: The Homeownership Incentive Program is really going to be outside of the 45-block area to have some form of assistance to offer other people. Much of this money is looked at as leverage where the City will offer lesser or smaller second mortgage assistance and even some construction loans working with small builders to build homes also. The City wants to have some funds to assist people other than people in the 45-block area.)

How much money is in the 45-block area for this purpose?

(RESPONSE: That figure is not available tonight; however, it is very significant.)

Is there any money for the Homeownership Incentive Program in the \$30 million?

(RESPONSE: Under that program staff does not know specifically the programs that will come out of the planning efforts that will be going on from now until July. The actual implementation of that program will help to identify exactly what programs they will have.)

Council needs to look at homeownership in this area because that is the only way they are going to bring any pride back in this community.

(RESPONSE: With the \$30 million the City hopes to use part of those funds also to help generate new housing in that area.)

The Center City Revitalization and the Center City 45-Block Revitalization Program are not one in the same. Which ones come under the purview of the Redevelopment Commission?

(RESPONSE: The Center City Revitalization. The portion being done by the Redevelopment will incorporate that 45-block area. The funding is being shown separately so that Council can see where the funding is going to go for the 45-block area versus the rest of the Center City.)

Where is the area for the Center City Revitalization?

(RESPONSE: It is a 900+ acre area that goes from the University's western boundary all the way to Memorial Drive. The whole Center City is a very large area that the whole Center City Redevelopment Plan will look at and it includes the 45-block area as far as the overall plan. One of the things that was talked about along with the Center City Redevelopment Plan is that the City wants to incorporate the planning efforts of the University going westward, to incorporate the planning efforts of Uptown Greenville, and to incorporate the planning efforts of West Greenville into one unified vision. This Center City Redevelopment Plan is supposed to put its arm around all of that.)

It is hoped that staff is putting together a stakeholders list from that area and all areas and for people who are stakeholders. If not, that is going to cause tension and problems.

(RESPONSE: The Redevelopment Commission has those very same goals.)

What are the banks doing as far their community reinvestment? The banks need to be in these revitalization areas, not only in Uptown Greenville but in West Greenville as well. If the City is banking with some of these banks that are not taking a part in what is going on then it needs to change banks. The City is banking with taxpayers' money. They should be part of the revitalization in the other areas.

(RESPONSE: The banks within the City have contributed a large amount of money toward what the City is trying to do. They are probably the biggest source of funds from the planning standpoint.)

The \$30 million is an estimate. The Redevelopment Commission has to come before the Council with a redevelopment plan, and if the Council doesn't like it, it doesn't get approved.

There are enough smaller projects in technology to consider them in a package and try to get efficiencies by taking a look at how those things interact with each other to assure that the systems the City is embarking on will make staff more efficient with personnel and results. There may be efficiencies by partnering with such groups as Greenville Utilities.

(RESPONSE: There will be some technology requests in some of the departments as there is a common thread in that all of that is funneled through the Information Technology Department. Communication with Greenville Utilities still needs to be improved.)

The City needs to work with the County. This year they are supposed to look at their radio system again.

(RESPONSE: It is a topic that is present with the County this year as well several previous years. Also, the computer-based systems guide the City/County in that kind direction in a unified seamless matter for computing. There is a master plan with the GIS system so that it is a stepped integrated and interfacing plan so those are types of things that are done and looked at.)

Staff should make sure that the GIS is compatible and talks to the County. It would be nice to have an open line of communication with the County and if they worked together.

(RESPONSE: They do work together. The base level for the GIS system comes from the County.)

Commitment is required on the part on each public body, meaning they need to supply the money at the same time. When the City gets in a tight budget situation, it often only does enough to get by and then discovers that the systems do not communicate. If the City wants systems to talk to each other, the City and County will have to get on the page at the same time and make it happen.

There are revenues associated with a parking deck that will offset that expenditure. There may already be some conceptual drawings available for the parcels described for a parking deck.

(RESPONSE: If the Council wants to move forward with this project, the City is looking at somewhere between \$5,000 and \$10,000 to do some upfront work on those two lots to get the City to a point where the City can pursue some of these parties who have expressed interest.)

Why are there no funds allocated for the West Third Street Reconstruction for 2004/2005? When is the City going to finish this street?

(RESPONSE: That project is not the only one on the list like that. Staff has tried to put together a package of projects for a bond issuance and Third Street is one of them. So far, staff has not been able to move forward with the bond issuance. With roadway projects, the City will have to go to a general obligation bond source which means that the City will have to go to the public in order to approve those bonds.)

Is this where the money is coming from for Brownlea Drive Extension, Phase 3?

(RESPONSE: It can be. Thomas Langston Road Extension and West Ninth Street might be the same way. All of those transportation projects really need a long term financing.)

The Council needs to prioritize some of these projects. Some of them are not going to be able to make it through another year. West Third Street has been patched and repatched. The Council should look at some of these areas that can possibly wait and work on some areas that really look bad. There are big potholes on Dickinson Avenue and all over West Greenville. Dickinson Avenue is owned by the State, but the Council should look into negotiating with the State on making the repairs if the State will provide the funding.

Mayor Parrott indicated that he and Mr. Tysinger are talking to the State through the MPO about Dickinson Avenue with all the improvements that the City has had on Dickinson at the western end all the way down to Reade Circle.

Mr. Tysinger stated that the City has resurfaced sections of West Third Street and Dickinson Avenue. The Department of Transportation is trying to put together a package and estimate of what it will cost the City, particularly with Dickinson Avenue. More is need than resurfacing including going underneath to fix pipes that have failed from age, etc. before a good surface job can be done. It is a major project but the Department of Transportation is trying to find a way to do it.

City Manager Davis stated that West Third and West Ninth Streets are not to be repaved but reconstructed.

Mr. Tysinger stated that Covered Vehicle Wash Facility, Sand, Salt and Equipment Storage Building, and the Street Sweeping Transfer Station are all three projects that are being done as a

means of meeting the City's good housekeeping rules for meeting the new stormwater regulations. These projects can very easily tie in with what the City does with the Worthington Warehouse or the Old Pepsi Plant. This is an example of where there might be duplicated monies in this request depending upon what the Warehouse is used for and those kinds of things. These monies could help fund those improvements. Staff is working on a schedule now in hopes of opening the Walter Stasavich Science and Nature Center Exhibits this fall. Staff would like to fill that building with good displays and exhibits. There is money in the budget now for some exhibits, but it is not sufficient to be able to fill the building like they would like. The Guy Smith Stadium parking lot is very visible since the Moye-Hooker Connector has been completed. There is a request for paving and expansion of the parking facility. The last two projects are the Activity Room addition at South Greenville and Jaycee Park Expansion, which are both building improvement projects. If they come to an agreement on some form of long term financing, these would be good projects to include in a bond referendum or package that will allow the City to move forward with the projects and pay back the debt service through the General Fund.

Mr. Tysinger concluded by informing the Council that the next CIP session is scheduled for January 15, 2003 to discuss prioritization, bond referendum, and projects that the Council feels would be appropriate to be included in the CIP. Council will try to come to a number and they would have to balance that with the City's ability to pay back the debt service. On January 22, 2003, Council will discuss prioritization and finalize some form of bond package to move forward with a schedule. On January 29, 2003, the City Council will finalize the plan so that staff can complete the Capital Improvement Programs. All the meetings will start at 4:00 P.M.

DISCUSSION ABOUT CREATING A CITIZEN TASK FORCE FOR IMPROVING RENTAL PROPERTY – APPROVED

Council Member Dunn suggested that the Council consider creating a citizen task force to advise the City Council of the issues of the communities and to help alleviate some of the problems. Even though rental property is a necessity to meet the needs of people who wish to rent, there is concern about rental properties not being cared for as well as those occupied by homeowners. Having a citizens' task force to address this issue would be an appropriate initiative. She suggested that the staff look at ways to create one, what the mission would be, etc. and come back to the City Council with their recommendations. Council Member Dunn suggested that it include representatives of the University, Pitt Community College, landlords, City Council, etc.

Council Member Glover suggested that other cities be surveyed to seek how theirs was developed and how it has worked so that the City can possibly go by a model that works.

Mayor Parrott asked staff to look into this and bring something back to the Council to vote on in the month of February. They can also discuss this at workshop meetings.

City Attorney Holec informed the Council that staff would provide information on appointees, the charge of the group, etc. The Council can then give specific direction to staff.

Mayor Pro-Tem Miller suggested that neighborhood associations in each district provide names of possible members. Landlords and property managers need to be included on the list of members. The group should be given a charge and should be done within four to six months.

Council can then take the information the group provides and see if there are new policies that need to be formulated.

Mayor Parrott stated that the University Cities group of the NCLM has concerns about rental properties in university towns.

Council Member Council asked if Council Members could provide information to be included and she was informed that they could.

DISCUSSION REGARDING THE POSSIBILITY OF CREATING A YOUTH COUNCIL

Council Member Council stated that youth need to have a voice to help them to develop. There has been information in the National League of Cities newspaper about youth doing powerful work. The National League of Cities has a staff person to deal with youth councils. She suggested getting information on that to see how the City would like to do this. She would like to see the City work with the County, if they have the same vision, to create a youth council. She has talked with people at Rose High School and they are interested. She suggested forming partnerships to get this done.

Council Member Little suggested using SGA Presidents. He also suggested getting feedback from the Human Relations Council and let them know it is something the Council is interested in.

Mayor Parrott asked the City Manager to let the Human Relations Council know the City Council supports that.

Council Member Glover questioned whether the City has enough staff to work with such a group.

City Manager Davis replied that it did not have adequate staff to support a youth council on the level Council Member Council is talking about.

Council Member Glover stated that it would be burdensome for one part time person to do this. They need to see how much time it will take, how it will be staffed, and how the Council is going to help them.

Council Member Council stated that the NCLM is getting ready to put a piece of this in action. She stated that she hopes the Pitt County school system will buy into this.

Mayor Pro-Tem Miller stated that funding needs to be explored.

DISCUSSION OF PROCESS AND TIMEFRAMES FOR CITY MANAGER SEARCH

Ms. Gerry Case, Director of Human Resources, stated that the City Council has received some preliminary material in their agenda package including a recruitment handbook and guidelines published by the International City Management Association (ICMA). Most processes follow those general guidelines. The first step of the process is deciding who will do the work, an

outside professional firm or the City Council with staff assistance. At the request of the Mayor, she has identified five specific firms. All five have very good reputations in the State of North Carolina, have done business in the State, and are familiar with the process. Unfortunately, at this time, neither the North Carolina League of Municipalities nor the Institute of Government are doing executive searches any longer for cities because they have had retirements within their ranks and there are firms available. No longer are large cities doing it and smaller towns and townships with 1,500 or less population are hiring executive search firms to help them get a manager.

Ms. Case stated that the second step of the process is forming a position profile. This could be done by the City Council or a consultant who could come in and assist the City Council. This step involves determining what the needs of the City are and what type of person is needed in order to handle those needs. The City Council will be setting their priorities including what is going on in the City now; what's going on in the City two, five, and ten years from now; what type of issues and projects are going on; what type of economic situations will allow the City to do and not do things; how will the manager divide his time (internally within the organization and externally in the community); what are the needs of the community; what needs are not being met and the City Council wants the City Manager to meet those needs. All of this is setting out the work plan of what Council wants the Manager to do for the foreseeable future. Once this is formulated, it makes it easier to figure out what type of knowledge, skills, abilities, and experiences the person needs to have. Once these two are together, this is what the firms call a position profile. Where the City advertises, what salary is attached to the position, and how to design the interview questions and format are all part of the position profile for what the City Council sees for the community. Some municipalities also not only want to get their own input, but want to get staff and even community input as well. This does add more time and cost to all the proposals in front of the Council. Also, at the same time when doing this profile, the City Council will need to set up a timetable.

Ms. Case stated that the City Council should consider how long to recruit, the timeframe for screening the applications for doing the interviews, and setting some deadlines so that they will not lapse into the busy work that they already have. The City Council has the budget upcoming and would want to fit busy times of involvement in the process before and after the main bulk of the budget process. If the Council decides to go with a consultant, the consultant would explain where the Council is needed most and what meetings are needed for this process. From the time the Council does the position profile until Council has someone onboard could be as little as three months or six months or more depending upon the Council's schedule and how the Council could fit in those parts.

Ms. Case informed the Council that the next step is developing advertisements. Many firms put the advertisements in the typical publications such as those of the ICMA and the National League of Cities, but also the firms do their networking or critical pass searches where they call or correspond with candidates that they know meet the criteria that Council has set up. If a firm is hired, they will get all the information from the position profile and work with Council to come up with a recruitment brochure to send out to candidates to get them to come in. Many people are not really looking for a job. They are topnotch candidates and are happy where they are. If people are contacted and shown information about Greenville, the opportunities and challenges that are here may get them to consider coming in. One advantage that a search firm

has that Council and staff do not have is contacts, plus firms have a reputation. People will be much more receptive to even talking to them more so than if Council or staff would call them. The executive search firms would handle all the correspondence from acknowledging receipt of the candidates' applications, sending candidates general information on what the structure of the process is and how long it will be, and contacting candidates for additional information or interviews to relieve the City Council's burden of dealing with daily details.

Ms. Case stated that step four is the screening process. All of these firms, as a matter of their basic professional fee, get the position profile that Council has developed and come up with screening criteria so that they rate each application in a consistent manner. Therefore, it is easier for firms to go through applications rather than the City Council having a series of five, six, or seven meetings to wade through the applications and rate them. Depending on what the Council wants, the consultant will narrow it down to the number the Council specifies. They will also do preliminary background checks along with the top group of candidates for Council to make a decision.

Ms. Case stated that the firm then comes in and goes over the list of finalists with Council as a group or individually to come up with a final number of candidates for interviewing. This is a difficult process because at this point, all of them are qualified for the job because they are all topnotch candidates. The City Council will have to differentiate between the specific skills they have and what Council needs for the job in front of them. The firm will have interviewed every candidates that Council will be talking to or looking at their applications. In preparation for the interview, the firm will talk about some of the basics such as how the Council wants to do the interviews, whether Council will bring in spouses and family at this point, whether Council will do the interviews solely 100% themselves, will they meet the staff, or will community leaders be involved in this process. The firm will explain the advantages and disadvantages.

Ms. Case informed the Council that some cities are using the assessment center process where they run the candidates through some assimilated exercises or a role play to see how the candidates would handle an angry citizen or a complicated problem. Council would see how the candidates would react in those certain situations. Those types of issues will be covered once Council gets down to the list of finalists and before the interviews. Each of the Council Members will be rating the candidates based on criteria that have been agreed to beforehand. It is not unusual to have completely different ratings from each Council Member. The key is to get the overall evaluations for each candidate and coming to a consensus of a person that Council wants to lead the City. The consultant will be available for Council during this step to facilitate and assist Council in keeping on tract with the position profile. There may be a situation after going through this process that Council does not like any of the candidates. Each one of the firms has committed in their proposal, that they will redo the search and bring Council another list at no additional fee. Assuming that Council will get through this process and there is a viable candidate, then there is the whole issue of negotiations with the individual. Generally, the firms are good about helping with all those pay and benefits issues i.e., salary, starting date, travel, payment of professional organizations, auto allowance or vehicle, transfer of sick leave, and additional deferred compensation. The firm will serve as the go-between between the Council and candidate. The formal hiring will be done in open session. The City Council will follow the lead of the City Attorney. Many of these items can be held in closed session once Council get past the generic position profile and starts talking about individuals.

Ms. Case concluded by stating that after the City Council has been through the process and has hired the City Manager, most of the consultants and the Institute of Government recommend that there be some type of relationship building session with the Manager either through a retreat or special planning session for going back over the Council's priorities. The Council needs to concentrate closely on the short-term priorities (one and two years) including what needs to be done, what benchmarks the Council is looking for, and helping to come to a consensus and building a relationship at that point. Most of the firms will come back in 30 to 90 days and touch base with the Council and candidate to make sure everything is going fine. All of the firms have a guarantee built in their contract that, if the individual should leave for whatever reason, i.e. sickness or mutual decision, within a set period of time, the firm will redo another search only for the actual costs such as travel, photocopying, mailing, etc. The firm will waive the professional fee.

Council Member Little questioned the clause in several proposals that they would not recruit "our" candidate. Some of the firms indicate forever and some had a two-year period. He questioned if these things are negotiable or contracted as is.

Ms. Case responded that most things are negotiable. That is their standard format. Most of them will not recruit indefinitely. There are a few that have timeframes.

Council Member Glover questioned whether they are saying they will not recruit the person that they recruited for the City of Greenville within two years.

Ms. Case responded yes. She reiterated that most of the items are negotiable and the firms want to tailor it for the City. The firms are putting forth their standard process that is used in most cities to give Council a guide.

Council Member Council asked for an update of the process used for the last two searches for the City Manager, who did it, and how long did it take to select a candidate.

Ms. Case responded that the last external search for City Manager was in 1987, when Greg Knowles was hired. At that time Dick Ferris, Human Resources Director at East Carolina University, had experience in executive searches. The Council used him as the point person. Mr. Ferris did many of the things that a consultant would do and the City did pay him a fee. The actual screening of the candidates was done by the City Council. City Manager Davis actually found out how many closed session meetings that the Council had to have to wade through. Ms. Case stated that she is not familiar with any searches before 1987.

Council Member Glover questioned what was done in 2000 when the Council was looking for a City Manager. She said that they received information from someone, perhaps the North Carolina League of Municipalities.

Ms Case responded that is correct. She consulted with Kurt Jenne, formerly of the Institute of Government, who helped to write the ICMA guidelines.

Mayor Parrott stated that he definitely thinks that Council needs to retain an outside party to help with the recruiting process in order to do a first class job. They do not have the experience and

with an outside consultant, the firm could assist them and keep them from making a lot of mistakes through the process. Ms. Case has given them five recruiting groups to choose from. First of all they need to know if they want to go through this process. Secondly, they could narrow it down tonight to two recruiting firms. The firms could come in and talk to them.

Motion was made by Mayor Pro-Tem Miller and seconded by Council Member At-Large Dunn to approve that the Council select two of the five recruiting firms to come in and talk to the Mayor and Council about the search for the City Manager. Motion carried unanimously.

Council Member Glover stated that she is interested in knowing whether they have minorities working in their firms and working with them in their recruitment processes.

Council Member Dunn indicated that a woman owns one of the firms.

Council Member Glover stated that she is not only talking about women. She is talking about any minorities and she would definitely like to know if they have African-Americans.

Mayor Parrott solicited recommendations for consideration of any of the five firms.

Mayor Pro-Tem Miller stated that he feels that they should not notify any of the firms that are not selected tonight. He would not like to reject any of the firms tonight.

Council Member At-Large Dunn referred to the owners of the firms and their own life experiences and stated that most of them have been managers, which is very important. She stated that she looked at their educational backgrounds and whether they are trained in Public Administration. Also, she is interested in where they had done their searches i.e. who they had actually worked for. Another concern is had any of these cities asked the firm to come back, which is a good indication that the firm has a good service. There is a number of those that had done more than one search for a municipality. All of the firms have professionals in their organizations that have had experience in management positions in municipal government and training in Public Administration.

Council Member Little concurred with Council Member At-Large Dunn. He stated that some of the cities that the firms placed managers in had university communities. This is something that Council needs to consider. The Mercer Group of Atlanta, Georgia has done a lot of work in North Carolina, South Carolina, Dallas, and Chicago.

Mayor Parrott stated that the group from Virginia Beach, Virginia has done a lot of work in North Carolina as well.

Mayor Pro-Tem Miller indicated that those are the two that he is interested in.

Council Member Glover stated that she has talked to City Managers and Council Members from other cities that had interacted with two of these groups, The Mercer Group and one that is not included in our packages. All of the cities including Charlotte recommended the Mercer Group, Inc. and they were very pleased with their work and would use them again. Prior to receiving

information from Ms. Case, she had called the some of the cities for information. Council Member Glover stated that Springsted Incorporated is one other group that was recommended.

Motion was made by Council Member Craft and seconded by Council Member Glover to have Mercer Group, Inc. of Atlanta, Georgia and Springsted of Virginia Beach, Virginia to provide presentations to the City Council.

Mayor Parrott asked whether the Council would like to schedule both of the consulting firms to come in at one of their workshops or at separate workshops.

It was the consensus that the interviews with the consulting firms would be scheduled at two separate workshops.

Ms. Case questioned whether the Council would prepare some questions to ask the interview team or would she be preparing a basic list of questions and Council could expand on that list.

Mayor Parrott stated that it would good for Ms. Case to have some basic questions for the interviews and they could decide whether or not if the questions will be used.

REVIEW OF JANUARY 8, 2004 CITY COUNCIL AGENDA

The Council did a cursory review of the items on the January 8, 2003 City Council agenda and reviewed the appointments to Boards and Commissions.

City Manager Davis announced that a request was received to withdraw Tract #4 from the request from the Estate of Edward Warren to rezone property located southeast of the intersection of Frog Level Road and Davenport Farm Road.

Motion was made by Council Member Craft and seconded by Council Member Little to accept the withdrawal. Motion carried unanimously.

COMMENTS FROM MAYOR AND CITY COUNCIL MEMBERS

Council Member Dunn congratulated the Police Department on accreditation.

Council Member Little expressed that he hopes everybody had a great Christmas and that he is looking forward to a great new year.

CITY MANAGER'S REPORT

Municipal agreement with North Carolina Department of Transportation for Tenth Street Connector

Mr. Tom Tysinger, Director of Public Works stated that in June the State put the Tenth Street connector in the Transportation Improvement Priorities plan. An agreement is required before work can begin on design or engineering. A draft agreement was sent to them in October and it

is hoped that their draft will be received within two to three weeks. It is hoped that a final agreement will be before the Council by March.

Horizons Comprehensive Plan

Mr. Neal Holthouser, Senior Planner, reminded the Council that in September they met with the Comprehensive Plan Committee. The Comprehensive Plan is currently before the Planning and Zoning Commission and will be considered at their January 15 meeting. It is hoped that the plan will be before the City Council in February.

Redevelopment Plan

Mr. Andy Harris, Director of Planning and Community Development, stated that the Redevelopment Commission has signed an agreement with Design Strategies who has two groups working with him. The center city redevelopment plan will have three parts. There will be public meetings throughout the planning window. It is anticipated that the Redevelopment Plan will be before the Council in draft form in July. There is a stakeholders' meeting of the Redevelopment Commission on January 15 at 3:00 p.m. at Sheppard Memorial Library.

Report - State Champion Rose High Football Team at City Council Meeting on January 15, 2004 at 7:00 PM

City Manager Davis informed the Council that the Rose High School Football Team will be attending the January 15 meeting at 7:00 p.m. to receive recognition from the City Council for winning the State 4-A Championship.

Set Date to Meet and Examine the Interior and Exterior Condition of Keel (Worthington) and Pepsi Warehouses

City Manager Davis informed the Council that he would like for them to take a tour of the Keel (Worthington) and Pepsi Warehouses so that they can see the interior and exterior condition of the buildings.

Motion was made by Council Member Council and seconded by Council Member Craft to take a tour of the Keel (Worthington) and Pepsi Warehouses on January 14 at 10:00 a.m. Motion carried unanimously.

ADJOURN

Motion was made by Council Member Dunn and seconded by Mayor Pro-Tem Miller to adjourn the meeting at 8:35 p.m. Motion carried unanimously.

Respectfully submitted,

Wanda T. Elks, CMC
City Clerk